

# CITIZEN FOCUS

A practical guide to improving police follow-up with victims and witnesses

March 2007





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This guide has been produced by the Office for Criminal Justice Reform, the Police Reform Unit and the Police and Crime Standards Directorate within the Home Office, in association with:

- > the Association of Chief Police Officers;
- > the Association of Police Authorities;
- > Her Majesty's Inspectorate of Constabulary; and
- > the National Policing Improvement Agency.

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# Foreword

The service we provide to victims and witnesses is a crucial part of a citizen-focused approach to policing. Many are happy with how easy it is to contact the police, or with the quality of service they receive from officers and staff. But we know that many victims and witnesses feel we fall down on the follow-up to an initial response – not being given information on what they can expect from the rest of the criminal justice process or the progress of their case, and not being referred on to further support where necessary.

Providing victims and witnesses with a follow-up that is tailored to their needs, while meeting minimum standards, is clearly the right thing to do. But it also has wider benefits in bringing offenders to justice. It not only reassures the victim that they are being taken seriously and increases their confidence in the police, but can also lead to the discovery of vital evidence and increase the likelihood that witnesses attend court.

This guide is intended to help forces bring about a step change in performance on follow-up. It builds on the original Citizen Focus Good Practice Guide issued in April 2006. It is aimed at force strategic leads, Basic Command Unit (BCU) commanders and Criminal Justice Unit leads, and seeks to bring together good practice in improving satisfaction with follow-up. It refers to specific examples throughout from forces that have performed well on follow-up.

The recommendations in this guide are consistent with the Quality of Service Commitment and the Code of Practice for Victims of Crime. They will also support future implementation of the Witness Charter.

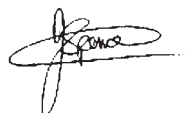
The good practice in this guide is not intended to be a definitive set of requirements. It should be adopted in alignment with the requirements of individual forces. It is envisaged that forces and BCUs will be able to select appropriate elements of good practice to suit local needs and available resources. We hope that you will find this guide to be a valuable aid to modernising service delivery and enhancing the status of victims and witnesses in the criminal justice system.



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# Introduction

This guide is designed to give police forces advice on improving the follow-up they provide to victims and witnesses. It builds on the *Citizen Focus Good Practice Guide* issued in April 2006 by the Home Office, the Office for Criminal Justice Reform and the Association of Chief Police Officers.

## See CD-Rom: Citizen Focus Good Practice Guide

This guide has been developed through a series of methods which included:

- > fact-finding visits to police forces performing well on follow-up, as assessed through the Policing Performance Assessment Framework (PPAF) and Her Majesty's Inspectorate of Constabulary's (HMIC's) baseline assessments;
- > in-depth analysis of user satisfaction data;
- > a review of the existing evidence on what drives satisfaction with follow-up; and
- > a working group consisting of the Office for Criminal Justice Reform (OCJR), the Police and Crime Standards Directorate (PCSD), HMIC, the Police Reform Unit (PRU), the Association of Chief Police Officers (ACPO), the Association of Police Authorities (APA) and the National Policing Improvement Agency (NPIA).

## What is follow-up and why do police forces need to focus on it?

User satisfaction surveys carried out under PPAF ask a specific question in relation to providing follow-up information to victims. Performance is monitored on this and other elements of the user experience. The question asked is:

*Are you satisfied or dissatisfied with how well you were kept informed of progress?*

For the purposes of this guide, the term 'follow-up' spans a slightly wider range of services offered to victims and witnesses after the initial response to an incident, including:

- > information about how the wider criminal justice process works; and
- > providing support to victims and witnesses with additional needs – either directly or by referral to other organisations.

Being given accurate, timely information comes out consistently as a key driver of public satisfaction with all public services. A research study conducted by MORI for the Office of Public Services Reform found that provision of information was among the top five drivers of satisfaction with public services. The public wanted information given out to customers to be accurate and comprehensive, and they wanted to be informed about progress in dealing with their particular issue.<sup>1</sup>

This study found that the key drivers of satisfaction in public services were:

- > delivery: the final outcome, the way the service kept its promises, and the way the service handled any problems;
- > timeliness: the initial wait, how long it took overall, and the number of times the service had to be contacted;
- > information: accuracy, comprehensiveness, and being kept informed about progress;
- > staff attitudes: polite and friendly staff, and how sympathetic the staff were to the customer's needs; and
- > professionalism: competent staff, and being treated fairly.

<sup>1</sup> MORI, *The Drivers of Satisfaction with Public Services* (2004).



Public expectations of the police service do not differ in this respect from those of any other public service. Analysis of data from the British Crime Survey 2004/05 has shown that victims who felt that they were kept well informed by the police were far more likely to be satisfied with the way the police handled the matter than those who did not (93% compared with 40%). Once the influence of other characteristics is taken into account, the factors independently associated with increased likelihood of satisfaction with the police among all victims were:

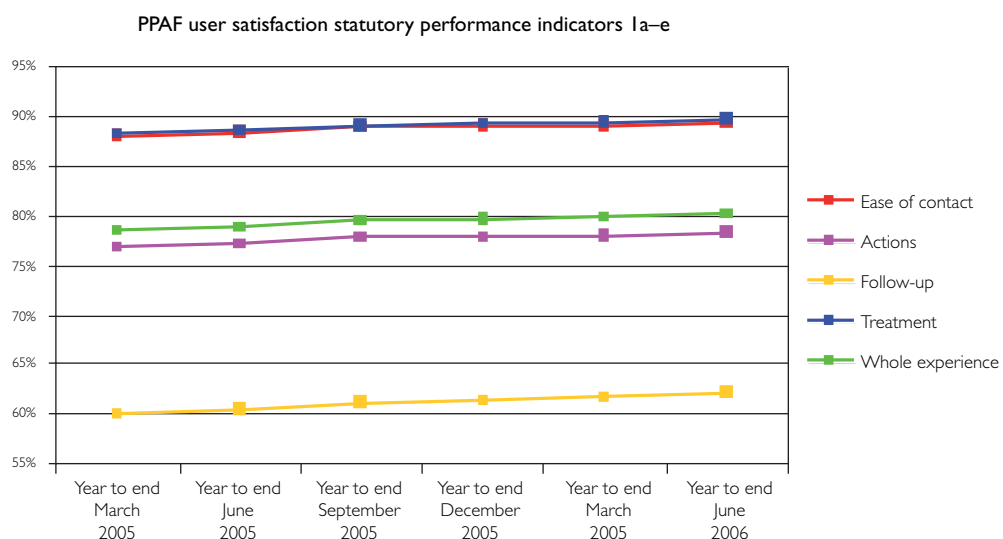
- > feeling that the police had shown enough interest in what they had to say;
- > feeling that they had been kept well informed by the police; and
- > not having to wait for the police to deal with the incident.<sup>2</sup>

Compared with other aspects of service such as ease of contact, the quality of the initial response, or the way in which victims and witnesses were treated by staff, satisfaction with information about case progress is significantly lower. This is illustrated in the graph below, which covers data from March 2005 to June 2006.

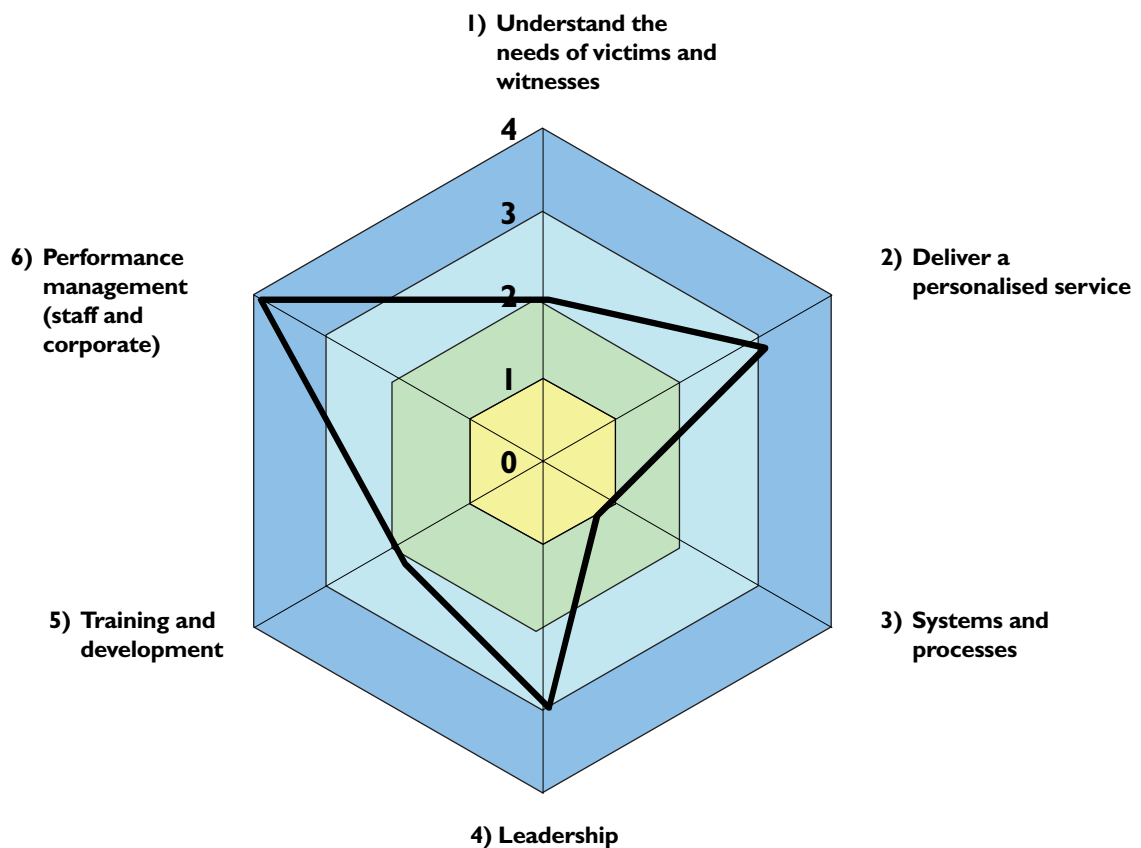
## How to use this guide

This guide is split into sections that are colour coded for ease of reference. Each chapter looks at a key component of performance on follow-up. The components reflect the key pieces of work associated with high performance on follow-up carried out by the forces that contributed to this guide. The content of each component relates directly to the work those forces have done to improve the levels of satisfaction within their communities. The examples contained within each chapter should not be taken as definitive. Rather, they are highlighted as being good practice that may enable you to take some steps towards increasing victim and witness satisfaction. We recommend strongly that you take the examples as a starting point and look to develop the systems, processes and procedures to best address the needs of victims and witnesses in your community.

To assist in making this guide easy to navigate, a self-assessment tool has been included to allow you quickly to find the section of the guide that covers relevant issues for your force.



<sup>2</sup> Unpublished Home Office research (2006).



<b>0</b>	<b>Indicator not in place</b>
<b>1</b>	<b>Plans to deliver indicator in place</b>
<b>2</b>	<b>Some elements of indicator in place</b>
<b>3</b>	<b>Indicator in place but could be improved</b>
<b>4</b>	<b>Indicator fully deserved, model of good practice</b>

The diagram above is a completed example of the self-assessment tool. It shows each of the components set out in the chapters of this document. The closer each corner of the black hexagon shape is to the outer edge, the better the force views itself as performing on the relevant component.

In the example above, the components for possible further work are: understand the needs of victims and witnesses, systems and processes, and training and development. In addition to identifying potential areas for improvement, the force could look at some

of the areas they have scored more highly such as leadership and performance management in order to identify, learn and apply any good practice.

Completing this self-assessment for your force or BCU will help you make an assessment of where your force currently sits in relation to performance on follow-up. This will then assist you in moving through the guide to the most relevant section.

To complete your own self-assessment, you first need to score your force or BCU against the indicators for each component. For each indicator,



you need to give a score between zero and four. It is important to undertake an honest assessment to ensure that areas for improvement are properly identified and prioritised for action. An explanation of what constitutes each score is included for each indicator in the table below.

There is space in the table below for you to write in your scores. Alternatively, you can do this electronically by using the Excel-based tool included on the CD-Rom. Using this will also give you a more detailed series of spider diagrams for each of the chapter headings.

**See CD-Rom: Excel self-assessment tool**

Component	Key indicators (KIs)	Score (0-4)
1. Understand the needs of victims and witnesses	<p><b>1.1 Understand the profile of victims and witnesses in your area</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning some work to understand the demographic profile of our victims and witnesses.</p> <p>2 = We know who some of our groups are, e.g. through community engagement or analysis of victimisation surveys.</p> <p>3 = We have identified the majority of our community groups, but still have problems with 'hard-to-reach' groups.</p> <p>4 = We have processes in place to communicate, listen and act on feedback from all our communities including those that may be considered 'hard to reach'.</p>	
	<p><b>1.2 Understand the expectations of different groups in your area</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning some work to understand the needs and expectations of different groups.</p> <p>2 = We know what the needs and expectations of some of our groups are, e.g. through community engagement or analysis of user satisfaction data.</p> <p>3 = We have identified the expectations of the majority of our groups, but still have problems with 'hard-to-reach' groups.</p> <p>4 = We have identified the expectations of all key groups of victims and witnesses in our area.</p>	
	<b>Average for Component 1</b>	
2. Deliver a personalised service	<p><b>2.1 Publicise standards of service</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning some work to publicise our standards of service.</p> <p>2 = We have publicised our standards over a year ago but there has been no follow-up to that campaign.</p> <p>3 = We have publicised our standards within the last year but there is no planned follow-up to that campaign and we are unaware of how effective our campaign has been.</p> <p>4 = We have publicised our standards within the last year and have gained feedback on the effectiveness of that campaign. We plan a follow-up campaign incorporating that feedback and are attempting to communicate with 'hard-to-reach' groups.</p>	

Component	Key indicators (KIs)	Score (0-4)
2. Deliver a personalised service (cont.)	<p><b>2.2 Manage expectations from first contact onwards</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning training for officers and staff, and are looking to develop tools/processes that will help them.</p> <p>2 = We have trained officers and staff but there is no continuous training and we have not developed tools/processes that will help them.</p> <p>3 = We have continuous training for officers and staff, but have not developed tools/processes that will help them. We have no information on the effectiveness of this training.</p> <p>4 = We have continuous training for officers and staff, and have developed tools/processes that will help them. We have incorporated feedback we have received on the effectiveness of this training into future training programmes.</p>	
	<p><b>2.3 Tailor support to the needs of each individual</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning training for officers and staff, and are looking to develop tools/processes that will help them.</p> <p>2 = We have trained officers and staff but there is no continuous training and we have not developed tools/processes that will help them.</p> <p>3 = We have continuous training for officers and staff, but have not developed tools/processes that will help them.</p> <p>4 = We have continuous training for officers and staff, and we have developed tools/processes that will help them.</p>	
	<p><b>2.4 Identifying vulnerability or intimidation</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning training for officers and staff, and are looking to develop tools/processes that will help them.</p> <p>2 = We have trained officers and staff but there is no continuous training and we have not developed tools/processes that will help them.</p> <p>3 = We have continuous training for officers and staff, but have not developed tools/processes that will help them.</p> <p>4 = We have continuous training for officers and staff, and we have developed tools/processes that will help them.</p>	
	<p><b>2.5 Refer on to appropriate support organisations</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning training for officers and staff, and are looking to develop tools/processes that will help them.</p> <p>2 = We have trained officers and staff but there is no continuous training and we have not developed tools/processes that will help them.</p> <p>3 = We have continuous training for officers and staff, but have not developed tools/processes that will help them.</p> <p>4 = We have continuous training for officers and staff, and we have developed tools/processes that will help them.</p>	



Component	Key indicators (KIs)	Score (0-4)
2. Deliver a personalised service (cont.)	<p><b>2.6 Ensure continuity of contact</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning to develop tools/processes that will ensure this happens.</p> <p>2 = We have tools/processes in place but there is no monitoring regime.</p> <p>3 = We have tools/processes in place and periodically monitor to ensure that they are meeting the needs of victims.</p> <p>4 = We have tools/processes in place and they are regularly monitored and adapted to ensure that they are meeting the needs of victims.</p>	
	<p><b>2.7 Empower victims (giving victims the opportunity to take control of certain aspects of follow-up)</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning to develop tools/processes that will ensure this happens.</p> <p>2 = We have tools/processes in place but there is no monitoring in place.</p> <p>3 = We have tools/processes in place and periodically monitor to ensure that they are meeting the needs of victims.</p> <p>4 = We have tools/processes in place and they are regularly monitored and adapted to ensure that they are meeting the needs of victims.</p>	
	<p><b>2.8 Handle the closing of investigations sensitively</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning training for officers and staff, and are looking to develop tools/processes that will help them.</p> <p>2 = We have trained officers and staff but there is no continuous training and we have not developed tools/processes that will help them.</p> <p>3 = We have continuous training for officers and staff, but we have not developed tools/processes that will help them.</p> <p>4 = We have continuous training for officers and staff, and we have developed tools/processes that will help them.</p>	
	<b>Average for Component 2</b>	
3. Systems and processes	<p><b>3.1 Crime management systems tailored to Code of Practice requirements</b></p> <p>0 = Our systems do not support the Code of Practice and we are not planning an upgrade.</p> <p>1 = We are planning to upgrade our systems.</p> <p>2 = Our crime management system supports us on some of the aspects of the Code, but there is no planned upgrade.</p> <p>3 = Our crime management system supports us on some of the aspects of the Code, and an upgrade is planned or in progress.</p> <p>4 = Our systems support officers and staff in meeting their obligations under the Code and enable us to check compliance.</p>	

Component	Key indicators (KIs)	Score (0-4)
3. Systems and processes (cont.)	<p><b>3.2 Victim and witness-focused investigative processes</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning to improve our investigative processes to make them more victim- and witness-focused.</p> <p>2 = Our investigative processes do cover some victim and witness issues but are not fully Code compliant, with no revision planned.</p> <p>3 = Our investigative processes do cover some victim and witness issues but are not fully Code compliant. We are planning, or in the process of, revising the processes to make them Code compliant.</p> <p>4 = Our investigative processes include all relevant sections under the Code and are continually reviewed to ensure that they remain victim and witness-focused.</p>	
	<b>Average for Component 3</b>	
4. Leadership	<p><b>4.1 Senior management champions</b></p> <p>0 = No senior officer leads on victim and witness issues.</p> <p>1 = A senior officer is nominated to lead on victim and witness issues.</p> <p>2 = A senior officer is nominated to lead on victim and witness issues, and communicates key messages regularly to staff.</p> <p>3 = A senior officer is nominated to lead on victim and witness issues, and owns performance on follow-up and other user satisfaction measures.</p> <p>4 = A senior officer is nominated to lead on victim and witness issues, actively promotes the agenda, and owns performance on follow-up and other user satisfaction measures.</p>	
	<p><b>4.2 BCU and operational champions</b></p> <p>0 = There are no BCU leads or operational champions on victim and witness issues.</p> <p>1 = There are BCU leads or operational champions nominated to lead on victim and witness issues.</p> <p>2 = A BCU lead or operational champion is nominated to lead on victim and witness issues, but is not held accountable for delivery.</p> <p>3 = A BCU lead or operational champion is nominated to lead on victim and witness issues and takes ownership of issues as they arise, but is not proactive in promoting the victim and witness agenda.</p> <p>4 = A BCU lead or operational champion is nominated to lead on victim and witness issues and takes ownership of issues and actively promotes the victim and witness agenda, is held accountable and holds staff to account for delivering it.</p>	
	<b>Average for Component 4</b>	

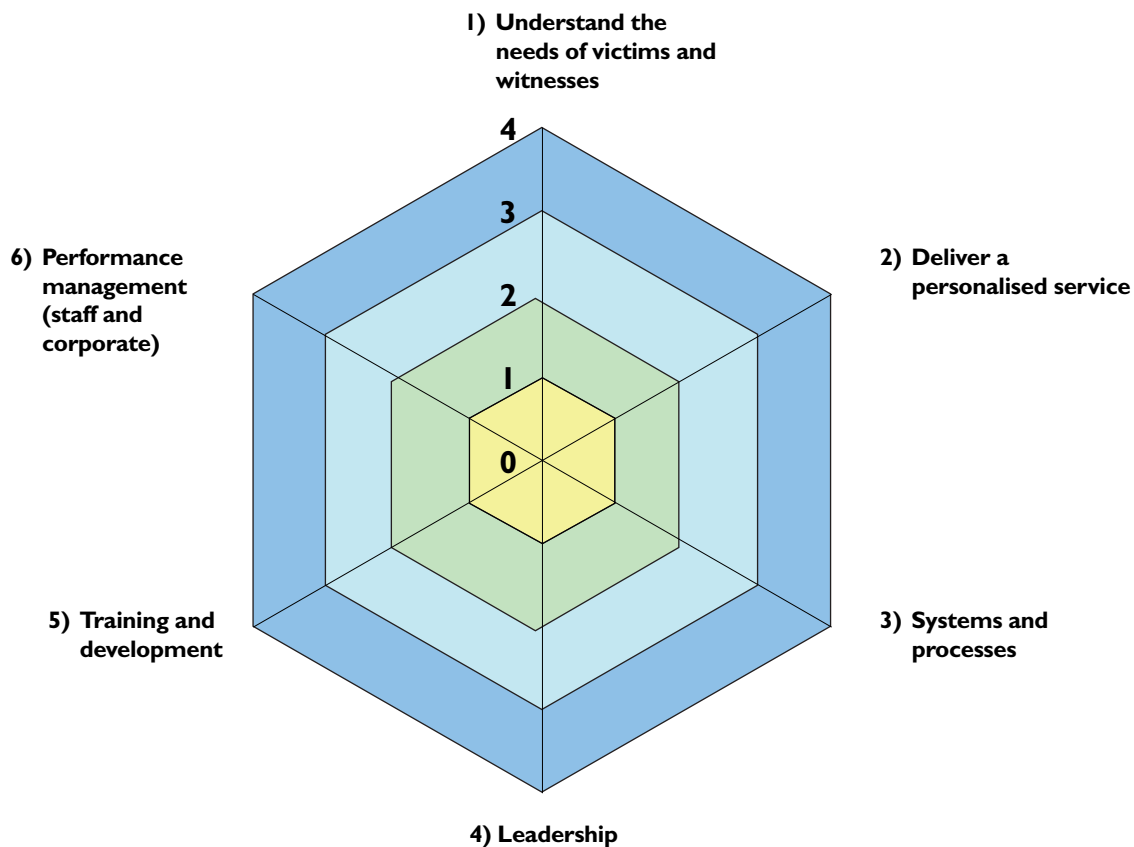


Component	Key indicators (KIs)	Score (0-4)
5. Training and development	<p><b>5.1 Victim and witness input into training</b></p> <p>0 = We do not have any victim or witness input into training.</p> <p>1 = We are planning some work to include this perspective in our training.</p> <p>2 = We have previously included this in our training, but it has not been reviewed within the last two years and there are no plans to review it.</p> <p>3 = We have previously included this in our training, and there are plans to review it over the next year.</p> <p>4 = We regularly incorporate a victim and witness perspective in our training, and the training is reviewed and updated annually.</p>	
	<p><b>5.2 Follow-up integrated into probationer training</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning to include follow-up, including all Code obligations, in our training.</p> <p>2 = Our training includes Code obligations.</p> <p>3 = Our training includes Code obligations and wider quality of service issues, but is not linked to an accredited customer service training programme.</p> <p>4 = Our training includes Code obligations and wider quality of service issues, and is linked to an accredited customer service training programme.</p>	
	<p><b>5.3 Follow-up integrated into other training</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning to include follow-up, including all Code obligations, in our training.</p> <p>2 = Our training includes Code obligations.</p> <p>3 = Our training includes Code obligations and wider quality of service issues, but is not linked to an accredited customer service training programme.</p> <p>4 = Our training includes Code obligations and wider quality of service issues, and is linked to an accredited customer service training programme.</p>	
	<p><b>5.4 Communications campaigns on follow-up</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning to run a communications campaign highlighting the importance of follow-up.</p> <p>2 = We have communicated the importance of follow-up in the past.</p> <p>3 = We have regular communications activity relating to follow-up, but quality of service does not run as a theme through all of our communications.</p> <p>4 = We have a communications plan and raising victims' issues, quality of service and keeping victims informed are themes throughout all of our communications.</p>	
	<b>Average for Component 5</b>	

Component	Key indicators (KIs)	Score (0-4)
6. Performance management (staff and corporate)	<p><b>6.1 Supervision</b></p> <p>0 = Supervisors do not monitor staff performance on follow-up.</p> <p>1 = We are planning to put in place a monitoring regime linked to follow-up.</p> <p>2 = Supervisors dip-sample cases to look at particular requirements of the Code for individual members of staff.</p> <p>3 = Supervisors dip-sample cases, excellent and poor performance is fed back to staff and into Performance Development Reviews (PDRs) and training plans.</p> <p>4 = Arrangements over and above dip-sampling in place (e.g. victim call-backs, reports compiled from crime management system) with excellent and poor performance fed back to staff and into PDRs and training plans.</p>	
	<p><b>6.2 Rewards and sanctions</b></p> <p>0 = We do not do work on this aspect.</p> <p>1 = We are planning to link performance on follow-up to the rewards and sanctions scheme within our force.</p> <p>2 = Excellent performance on follow-up is linked to our force's rewards scheme, but there are no equivalent sanctions for poor performance.</p> <p>3 = Excellent performance on follow-up is linked to our force's rewards scheme with equivalent sanctions for poor performance.</p> <p>4 = Excellent performance on follow-up is linked to our force's rewards scheme with equivalent sanctions for poor performance, and measures are promoted by senior managers and understood by staff.</p>	
	<p><b>6.3 Follow-up integrated into performance management arrangements at all levels (this should include monitoring, analysis and appropriate actions put into place)</b></p> <p>0 = Follow-up is not incorporated into the force's performance management framework.</p> <p>1 = We are planning to incorporate follow-up and related issues into our performance management framework.</p> <p>2 = Follow-up is incorporated into our force's performance management framework, but only at force level.</p> <p>3 = Follow-up is incorporated into our force's performance management framework at both force and BCU level.</p> <p>4 = Follow-up is fully incorporated into our force's performance management framework at both force and BCU level, with regular reviews and performance issues quickly addressed.</p>	
	<b>Average for Component 6</b>	



You will then need to calculate the average to give you an overall score for each component. Plot these scores on the relevant axis of the spider diagram, and connect the dots to give an overall hexagonal shape showing where your strengths lie and, more importantly, the areas for improvement.





You can use the completed hexagon shape to direct you to relevant parts of the guide. Where a corner of the hexagon is near the centre of the spider diagram, it indicates a possible area for development. Turn to the following page references – each of which has different coloured pages – for each component:

Component	Heading	Pages
1	Understand the needs of victims and witnesses	13–17
2	Deliver a personalised service	18–26
3	Systems and processes	27–29
4	Leadership	30–31
5	Training and development	32–35
6	Performance management (staff and corporate)	36–39

You will also see a number of other symbols to help you find your way through the guide.

 = **Case study** – highlights a case study from a police force.

 = **Tip** – shows general lessons learned about common problems.

 = **Tool** – identifies tools that you can use in your force to help improve performance.

Finally, the guide is also accompanied by a CD-Rom which includes tools from various forces and other helpful material. There are references to this at appropriate points in the text.

The guide is intended to be a living document and will be updated periodically to take account of developments in policy and practice.

# Component 1: Understand the needs of victims and witnesses

This chapter looks at how better to understand what different groups of victims and witnesses in your area expect and require of the police – and how to use this to improve performance. This is not a substitute for addressing the needs of individual victims. Needs assessments should be conducted for each individual in order for you to tailor your service to each victim. However, understanding the broad issues and concerns that victims and witnesses face in your area will help the delivery of a more personalised service.

## 1.1 Understand the profile of victims and witnesses in your area

The first step in tailoring the follow-up you provide is to understand the characteristics of different victims and witnesses in your area. By understanding patterns of victimisation within your force area, by knowing the different ways in which crime can affect different ethnic or socio-economic groups, and by understanding the needs of victims of different types of crime, your force will be in a better position to tailor its services accordingly. The vast majority of forces and/or police authorities will have already, or will be in the process of developing, a community engagement strategy. In order to ensure a consistent and comprehensive approach to this strategy, we would encourage you to incorporate victims and witnesses into your wider consultation.

There are a number of approaches you can take in building up this picture of victims and witnesses in your area.

Some forces are choosing to make use of software that assists them in understanding the demographic and geographic information relating to victims and witnesses in communities. While the following case study is more concerned with reassuring the public and increasing their satisfaction with the police rather than with keeping them informed, it highlights the usefulness of profiling.



### Case study

Devon and Cornwall Police are one of a number of forces that have used MOSAIC software to target resources in areas of their community that need them most.

The MOSAIC software package is a predictive tool providing geo-demographic profiling to postcode level using data from the Census, market research material and a range of other sources, including data from the British Crime Survey.

Devon and Cornwall's work with MOSAIC enabled it to identify one particular social type as having:

- > the highest fear of burglary, rape and violence from strangers;
- > the highest level of victimisation immediately outside their homes; and
- > the lowest opinion of police response.

This enabled the force to target one particular part of society in order to improve police performance. The software enabled the force to pinpoint areas in Exeter in which a large number of members of this social group lived.

As part of this work, the force first conducted a detailed survey of this group, put in place targeted reassurance and then surveyed the group again. On the basis of the responses, the police identified that drunken/rowdy behaviour was the biggest concern, that the majority of respondents did not feel safe at night, and that there were also issues surrounding drugs, litter, parking and graffiti.

To combat this, the force carried out a leaflet drop, conducted high-visibility patrols, carried out traffic checks, held police surgeries, took action against dangerous parking, and closed down a number of crack houses.



### Case study (continued)

In the survey conducted at the end of the reassurance work, the number of people feeling unsafe after dark fell from 69% to 59% and the number of people satisfied with policing rose from 31% to 51%.

There are licence and training costs associated with geo-demographic profiling software packages. Other software packages are also available and forces should consider carefully what fits their needs best. Work with statutory and voluntary sector partners to develop a detailed picture of local communities can be an effective counterpart or alternative, which can also prove effective in identifying vulnerable or 'hard-to-reach' groups.

Providing opportunities for members of the public to feed in their views and experiences directly is crucial. Consider establishing focus groups for victims of particular types of crime, or for particular sections of the community. These can help to identify key concerns among particular sections of your community or among particular victims. You could also establish a victims' panel that allows victims to give a qualitative description of the level of service they experienced. Looking at this feedback, in conjunction with data from user satisfaction surveys, can then set the agenda for future improvements in service.



### Case study

West Mercia Constabulary have established routine focus groups with victims to identify the key factors influencing levels of victim satisfaction and the standards of service that victims in West Mercia want to receive. In particular, focus groups were held to find out what practical help victims wanted and the following themes were identified:

- > help should be offered throughout the whole process from the initial contact with the call taker right through the police investigation as it progresses;
- > the investigative process should be explained to the victim by the officer;
- > the officer should ask the victim practical questions to show that he/she cares (e.g. 'Can I call anyone for you?' 'Do you need any medical attention?');
- > the victim should be given information about support agencies (i.e. who to contact, when and how, and the services they offer);
- > the victim should be given information about the life-cycle of the crime – such as which criminal justice agency deals with which stages of the process; and
- > the victim should be given regular updates throughout the investigation.

Focus groups were also held during the development of West Mercia's victim care procedure to ensure compliance with the Code. As a result of feedback from victims, it is West Mercia's policy that victims are updated within a week of a crime being reported (and then monthly thereafter) as victims felt that the 28-day mandatory requirement was insufficient.



### Case study (*continued*)

The accounts of several victims who attended the focus groups have also been fed directly into officer training through the development of a DVD featuring victims talking through their experiences of using their service and highlighting the importance of police officers' behaviour and actions.

It is important that any panels you establish are representative and engage with groups that may traditionally be under-represented, for example, specific age groups or people from particular communities.



### Case study

Dorset Police plan to set up a multi-faith forum, to help them understand their specific needs and expectations. This will build on the independent advisory group they have set up. It is hoped that the multi-faith forum will not only feed back their needs and expectations to the police, but will also act as a link to the communities for the police so they can get messages out to them.

It is advisable, if possible, to keep refreshing the membership of groups like these to ensure that they continue to be fresh and representative.



### Tool

It is important to recognise that offences which constitute a hate crime warrant additional help for victims. A hate crime is defined as 'any incident, which constitutes a criminal offence, perceived by the victim or any other person as being motivated by prejudice or hate'. In acknowledging this additional need, ACPO has published a Hate Crime Manual. The manual sets out the police service's approach to identifying and combating hate crime and hate incidents:

- > It expresses the service's philosophy, based on the duty to protect and respect human rights within a richly diverse society.
- > It provides a point of reference for agreed strategies and tactics and the legislative tools that support them.
- > It presents examples of good practice to be developed and adapted and identifies sources of further information to assist in this.

Close partnerships with voluntary and community sector groups and Crime and Disorder Reduction Partnerships (CDRPs) can also provide a much more detailed understanding of the needs of specific types of victims and witnesses. In some cases, victims may be more prepared to discuss their concerns about the service provided by forces with local support organisations. Developing close working relationships with such organisations can be an excellent source of information if you are looking to profile the needs of victims in your area as well as providing benefits from a joint approach to dealing with victim and witness-related issues. Encourage the involvement of CDRPs in your community engagement/consultation strategies to achieve optimum benefits.



## Case studies

Dorset Police consulted with the voluntary sector to help understand the needs of victims with learning difficulties. Together they identified that one particular issue was the unsuitability of existing methods of reporting crime and giving a statement. As a result, Dorset Police have produced a picture-based crime reporting mechanism that assists victims with learning difficulties to describe what happened to them.

Staffordshire Police have worked with Women's Aid to look at the needs of victims of domestic violence, in particular the number of statements being retracted. Preliminary findings showed that victims were concerned about a number of issues including housing, benefits, child welfare as well as intimidation from their partner. Responding to these outcomes, the force has now engaged specialist advice from the local Citizens Advice Bureau (CAB), and victims are now referred to the CAB for additional support.

## 1.2 Understand the expectations of different groups in your area

This section looks at establishing the expectations of different groups once identified. Although there are generic aspects of the service police forces provide that are common needs for most victims, needs and expectations can vary markedly across different groups. Victims in your area may have very different expectations or needs to victims in neighbouring areas. It is important to identify and act upon any particular local priorities. Focus groups can provide an effective mechanism for doing so, as can detailed analysis of your force's user satisfaction survey data.



## Case studies

Kent Police have a Citizens' Panel of more than 500 people. The Panel is used for focus groups on delivery of service and provides feedback to the community about what the police are doing. It is also used to help the police understand the needs of their community, to discuss future policies and the impact they will have on the community. At the end of a meeting, a list of actions is drawn up and the police report back to the group on how they have taken actions forward.

The Metropolitan Police Service carried out a key driver analysis of their PPAF user satisfaction diagnostic data to establish which actions by officers had the most impact on satisfaction with follow-up. It then mapped these against the appropriate requirements of the Code of Practice for Victims of Crime, revealing that four priority actions for follow-up from the Code are:

- > 5.2: informing victims if there is to be no investigation within five working days;
- > 5.4: providing victims' details to Victim Support within two working days;
- > 5.9: informing victims of the progress of investigations on at least a monthly basis; and
- > 5.14: informing victims if a suspect is arrested within five working days.

For vulnerable or intimidated victims, these deadlines are one working day.

Indicators for these actions have been established and incorporated into the Service's performance management framework.



Different community groups may also have different expectations of the police, or require different services. User satisfaction data should be analysed to establish what aspects of service make the most contribution to a satisfactory experience for members of different communities. This will enable you to target specific groups to give you a better understanding of the issues than is currently achievable using national surveys.

### Case studies

Through analysis of user satisfaction data, Bedfordshire Police discovered that victims from black and minority ethnic communities prioritise the importance of high-quality treatment from police officers and staff. In comparison, victims from white communities saw the quality of the action taken at the scene as the most important factor. Bedfordshire are now researching what drives the satisfaction of black and minority ethnic users of the service through one-to-one work with victims. Carrying out this further qualitative work is important in order to build on questions raised by any initial quantitative analysis.

Analysis by Staffordshire Police found that some victims and witnesses from deprived communities frequently changed address, making it difficult to keep contact during follow-up and therefore difficult to provide a high quality of service. The force has set up a process to identify the contact details of victims who have 'disappeared' from the system. The force uses a range of software including:

- > Innkeeper (to contact staff working in licensed premises);
- > Compact (to identify missing persons – it records details of occasions they have gone missing, where they were found); and
- > Hot Numbers (a police-only access database of numbers that may need to be used frequently in order to contact people such as hospital ward staff, Fire and Rescue Service employees etc).

Keeping these groups informed about how their case is progressing has helped keep them engaged in the criminal justice process and enabled Staffordshire to bring additional offences to justice.

### Tool

The Home Office publishes a guide for forces in analysing PPAF user satisfaction data to establish drivers of satisfaction for different groups. This guide is aimed at analysts and sets out guidance for a methodology for analysing quality of service surveys.

**See CD-Rom: PPAF analysis guidance**

# Component 2:

## Deliver a personalised service

This chapter looks at tactical options for improving satisfaction with the service delivered by individual officers and staff.

### 2.1 Publicise standards of service

Victims and witnesses come to the police with ready-shaped expectations. They may have built up a picture of the quality of service they will receive from television, films or the media. In some cases, this may be very different to what is within the capability of police forces and their partners to deliver. Being proactive in setting realistic expectations about ongoing support or follow-up can contribute to higher levels of satisfaction, and allows victims and witnesses to enter the criminal justice process with an idea of what is in store for them.

All victims of crime are now entitled to a minimum standard of service under the Code of Practice for Victims of Crime and through the Quality of Service Commitment. These standards, in addition to the force-specific standards, should be clearly accessible, or visible on your force website, and clearly publicised in waiting rooms or at police station front counters. Translated versions of leaflets (for example in other languages and formats) should be available where necessary. Partners should also play a key part in informing the public of the standards of service they should expect. Any publication of standards should be clear, and should provide links to other useful sites, such as local support organisations, and to electronic versions of key leaflets.

#### Tools

The Office for Criminal Justice Reform (OCJR) produces a short leaflet for members of the public which describes the minimum standards of service under the Code of Practice for Victims of Crime. This is available in a range of languages and formats.

A range of posters and postcards publicising the Code are also available. Paper copies can be pinned up or placed in public areas of police stations, and electronic copies can be linked to on your force website. Contact [victimsofcrimeunit@cjs.gsi.gov.uk](mailto:victimsofcrimeunit@cjs.gsi.gov.uk) for details on how to order copies.

The Criminal Justice System website has two interactive 'walk throughs', using video footage, which describe the services available to victims and witnesses. You can provide links to these on your force website. The 'walk throughs' can be found at: [www.cjsonline.gov.uk/victim/walkthrough/index.html](http://www.cjsonline.gov.uk/victim/walkthrough/index.html) and [www.cjsonline.gov.uk/witness/walkthrough/index.html](http://www.cjsonline.gov.uk/witness/walkthrough/index.html).

Forces should optimise opportunities to work with other agencies and organisations such as CDRPs, local schools, libraries, and victim support groups to publicise the service available to as wide an audience as possible. Again, translated versions of leaflets should be made available where necessary. Refer to service standards in any relevant press releases, or build up a database of 'good news stories' containing cases where you have had positive feedback from victims or witnesses.



### Case studies

Dyfed-Powys Police provide a local policing charter in all libraries and police stations, setting out standards of service. Standards are also publicised on the force's website and in the Local Criminal Justice Board's annual magazine.

Kent Police have produced similar policing standards setting out the service victims of crime can expect. This has been distributed to libraries, doctors' surgeries, and placed on the internet and on all station front counters making it publicly available.

Dorset Police have produced packs for victims to complete which allow third-party reporting of crime. These are sent to doctors' surgeries, post offices and the Citizens Advice Bureau. This has seen a rise in people reporting crimes among those who historically would not have come forward.

## 2.2 Manage expectations from first contact onwards

There is a balance between meeting victims' expectations and making them aware of what forces can reasonably deliver. Officers and staff need to be positive but honest, and should not make promises they know they cannot keep. Managing expectations from the start of a victim's contact with the police can have a positive knock-on effect on how satisfied victims are with follow-up. Call handling staff, for example, should have a good understanding of what services the police will provide under their statutory obligations, and be able to give information about the CJS more widely.

Completing the initial needs assessment on the MG11 form will ensure that officers are able to give relevant information about the CJS, identify support that the person may require and set out what services they can expect from the CJS.

### Case study

Call handling staff from Kent Police have a script that can be drawn on when dealing with people who report crime. The script includes questions to help identify vulnerable or intimidated victims/witnesses. This means that everyone who calls them receives the same, high-quality information.

All call handlers in the force attend national call handling training, a few have Samaritans training and all of them must have worked on the police enquiries line first so they have a full understanding of the services the force offers. As a result, they are able to explain to victims what the force can and cannot do.

The force's computer system prompts staff to obtain the caller's preferred means and time of contact, and enter it into a free-text box. The system also prompts for any language requirements to ensure that, where possible, any information sent to the victim is in their preferred language.

Officers attending crimes have a significant role to play in managing expectations. A study of residential burglary investigations by West Midlands Police suggests that officers should not be excessively negative about the chances of detecting a crime or of bringing the offender to justice during the initial contact, since this suggests that there will be little or no attempt to investigate the crime.<sup>3</sup>

<sup>3</sup> Coupe and Griffiths, *Solving Residential Burglary* (Home Office Crime Detection and Prevention Series Paper 77, 1996).



### Case study

In West Mercia Constabulary, officers are made aware of the impact of broken promises through training and as part of general awareness campaigns, especially in cases involving vulnerable or intimidated witnesses where special measures may not always be granted. An example of how they try to manage expectations and not make false promises is when officers explain the process for applying for special measures to victims and witnesses who fall within the eligibility requirements. They explain to the victim that even if an application for special measures is made they cannot guarantee that it would be granted, as it is the court that decides whether special measures are to be used.

An important part of managing expectations is being able to talk victims and witnesses through the CJS process. All victims of crime have the right under the Code of Practice for Victims of Crime to be given information about this. The minimum required standard is to give victims a copy of the CJS *Victims of Crime* leaflet (requirement 5.3 of the Code of Practice).

The leaflets have recently been localised to contain information appropriate to each force area. For witnesses, an equivalent CJS leaflet – *Giving a Witness Statement: What Happens Next?* – is also available. A record of whether this has been given to the witness is required to be taken as part of completing the MG11 form. However, there are other steps that can be taken over and above this to ensure that victims and witnesses know what may be ahead of them. For example, giving staff a greater awareness of the role other CJS agencies play can help them to answer victims' questions more accurately. Accurate and full completion of the back of the MG11 form will help ensure that officers obtain and give information that is important to the victim.



### Tip

Work with other criminal justice partners such as the Crown Prosecution Service (CPS), Witness Care Units and the courts to organise joint training days or awareness-raising events. By doing so, you can give officers and staff a greater understanding of the role played by other agencies in the criminal justice process, and of the role they have to play in victim and witness care.

Similarly, consider whether there is information over and above the requirements of the Code of Practice for Victims of Crime that would benefit victims in your area.



### Case study

Bedfordshire Police give victims an information pack after a crime is reported. It contains:

- > Home Office literature (*Victims of Crime* leaflet, *Making a Victim Personal Statement* leaflet, and *Giving a Witness Statement: What Happens Next?* leaflet);
- > contact details for support organisations such as Victim Support;
- > contact details for the force and the officer in the case; and
- > key details about the crime itself.

Victims have found this useful as it helps keep all the information they receive in one place and it is easy for them to identify should they need it, especially in serious cases or those that go to trial, where victims can accumulate lots of information leaflets, letters and other paperwork and the experience lasts over a long period of time.

**See CD-Rom: documents contained in pack/  
pack itself**



### Case study (*continued*)

Staffordshire Police has produced a tear-off addendum to the MG11 form, similar to the *Victims of Crime* leaflet. The sheet explains the criminal justice process to victims and witnesses – for example, it addresses the misconception, sometimes generated by officers, that if witnesses give statements then they will not have to go to court.

The initial stage of the criminal justice process is also an appropriate point at which to offer victims and witnesses practical help. Again, completing the needs assessment on the MG11 form will identify people's practical and emotional needs. This can help to increase satisfaction overall and educate victims and witnesses of the potential gap between expected levels of service and the standards that actually apply.

### Case studies

West Mercia Constabulary routinely offer practical help to victims at the point officers attend a crime and immediately afterwards – for example, information about how to board up broken windows, where to find locksmiths or glaziers, and where to locate transport. Focus groups with victims of crime were also held to find out more about what victims require in terms of practical help. These helped the force to identify what victims locally wanted:

- > to be asked practical questions by the officer to show that the officer cares (e.g. 'Can I call anyone for you?', 'Do you need any medical attention?');
- > an explanation of the investigative process by the officer;

### Case studies (*continued*)

- > information about support agencies (i.e. which agency can help with what and how to contact them);
- > information about the life-cycle of a crime (which criminal justice agency deals with which stages of the process); and
- > contact and help throughout the whole process from initial contact with the call taker to dealing with the officer in the case.

The Metropolitan Police Service use Police Community Support Officers (PCSOs) in some boroughs to personally deliver letters to victims of crime. The purpose of the visits is reassurance rather than only to meet the Code of Practice for Victims of Crime obligations or conduct part of the investigation. PCSOs aim to reassure the victim, ascertain any additional support needs, and provide practical crime prevention advice.

## 2.3 Tailor support to the needs of each individual

The point at which a statement is taken is a vital chance to establish the needs of an individual victim or witness in detail. Taking a high-quality statement supports a high-quality follow-up later on. Fully completing the initial needs assessment on the MG11 form will ensure that officers capture key information and identify any support needs such as:

- > the person's preferred means of contact;
- > ideal times of contact;
- > full contact information;
- > any concerns about the court process;
- > identification of vulnerability or intimidation;
- > issues relevant to special measures applications; and
- > identification of any emotional and practical support needs and language needs.

### Tip

Many forces have found that requiring officers to fill in the back of the MGII form first helps in ensuring full and accurate completion. It reminds officers to take comprehensive contact details, which are vital in providing information updates later on in the case. In addition, it can help officers to establish a rapport with the witness before moving on to taking the statement itself.

### Case studies

Staffordshire Police officers have been informed that taking down minimum contact details is insufficient: they must take as many ways of contacting the victim or witness as possible. The names of officers are requested from Witness Care Units in cases in which the MGII form is not filled out properly. Failure to complete contact details in full may be noted on officers' performance development plans. Any training needs that are identified are also added.

In the West Midlands, the police and Crown Prosecution Service have agreed a policy decision that if the MGII form is not completed properly and in full, charging advice will not be given. Since this has been introduced, they have found the quality of completion has improved significantly.

The needs assessment required by the MGII form can be taken a step further by establishing an agreed programme of contact and support with the victim. Victims can be asked exactly what support they require from the officer and when, and a contract of support agreed.

### Case study

Sussex Police have embedded a system of victim contracts into their investigative processes. The following considerations are negotiated between the police and victims:

- > whether the person wishes to be updated;
- > how they want to be updated;
- > when they want to be updated; and
- > how often they want to be updated.

Crime files are then dip-sampled by supervisors to monitor the terms of each contract.

If a victim prefers to be updated by letter or e-mail, your force should ensure that updates are clear and concise. Written updates are a 'shop window' for the service a force provides, and letters with spelling errors or confusing information can leave victims dissatisfied or confused. Letters should avoid excessive use of jargon or acronyms. If your force uses standard letters, these should be reviewed periodically – preferably by volunteer members of the public rather than staff within the force – to ensure that they are suitable for the audience. Consider making use of the Crystal Mark service provided by the Plain English Campaign ([www.plainenglish.co.uk](http://www.plainenglish.co.uk)).

### Case study

In West Mercia Constabulary, the victim's name and the author's signature are handwritten in blue ink (blue ink makes it easier to distinguish that it has been done by hand and is not just an electronic signature). Doing so demonstrates to victims that their case is being dealt with personally, rather than leaving them with the impression that their case is being put in a queue or filed.



### Tip

Although best practice in updating victims and witnesses is to do so via their preferred means of contact, standard letters can provide an effective back-up in cases where officers are unable to make contact by telephone or other means. Below are some issues to bear in mind when personalising standard letters to meet the individual requirements of victims and witnesses:

- > Their title or surname should be used rather than Sir/Madam.
- > Use easy-to-read fonts such as Arial or Times, 12 point.
- > Larger print or contact by phone should be considered for victims who are elderly or have learning difficulties.
- > Correspondence should be translated wherever possible, for example where a victim has made an evidential statement in a language other than English.
- > The officer's personal contact details should be provided for the victim to liaise with in all serious cases and, wherever possible, in relatively minor crimes.

### Tools

Various examples of effective letters to victims and witnesses created by forces are included on the CD-Rom. They cover updates at key points of the criminal justice process in line with requirements in the Code of Practice for Victims of Crime.

**See CD-Rom: standard letters**

Forces could also consider how to get the most out of mobile phone technology, such as SMS messaging, to further tailor follow-up to the needs of the individual.

### Case study

Staffordshire Police have introduced pro-forma messages which officers can send by SMS message from their computer. This text messaging service is something that is offered to victims when establishing their preferred means of contact and has proved popular with victims, particularly young people.

## 2.4 Identifying vulnerability or intimidation

Victims and witnesses who are vulnerable or who fear or experience intimidation are more likely to either drop out of the process before a case reaches court or fail to report a crime in the first place. Forces are now required under the Code of Practice for Victims of Crime to take all reasonable steps to identify vulnerable or intimidated victims (requirement 5.7).

Early identification of vulnerability or intimidation is crucial; you should ensure that officers have the right skills and training to complete an early, accurate assessment of vulnerability and intimidation through the MG11 form's initial needs assessment.

Victims may not initially be identified as vulnerable or intimidated so it is also vital that forces work with Witness Care Units and support organisations to identify vulnerability or intimidation. This will enable you to provide the enhanced level of service those victims are entitled to under the Code of Practice.

## Tools

OCJR has developed guidance to assist practitioners to identify intimidated witnesses at an early stage, monitor and contain the level of intimidation, and provide appropriate support throughout the criminal justice process.

The *Working with Intimidated Witnesses* manual and *Action Dispels Fear* good practice guide provide information on a wide range of issues relating to standards of witness care and aim to promote better working practices, improve communication and increase collaboration among criminal justice agencies.

Both the manual and the good practice guide can be downloaded from either CJS Online or the Victim and Witness Practitioners' Forum.

[www.cjsonline.gov.uk](http://www.cjsonline.gov.uk)  
<http://lcbj.cjsonline.gov.uk/forum/index.php>

**See CD-Rom: intimidated witnesses guidance**

## 2.5 Refer on to appropriate support organisations

Officers should also use the statement-taking process to refer victims and witnesses to any appropriate support organisations. The MGII form asks officers to record witnesses' specific care needs. This information is crucial not just for supporting a witness should they go to court, but also for providing information about support that can be given by agencies and organisations other than the police. Under the Code of Practice for Victims of Crime, victims of most crimes are now automatically referred to Victim Support unless the victim opts out (requirement 5.4). Officers should therefore be able to explain to victims what practical and emotional help Victim Support can offer. Depending on the individual's needs, officers should also be able to refer victims and witnesses on to any relevant local support organisations. The new localised *Victims of Crime* leaflets give details of some of the relevant organisations within each force area.

## Tip

Work with Victim Support and other local support organisations to set up joint training sessions or awareness-raising days for staff. These can help officers and staff to understand the services these organisations can offer to victims and witnesses.

## Tools

ACPO and Victim Support have signed a protocol regarding data transfer and referrals to Victim Support to ensure that police forces can meet their obligations under the Code. This protocol has been cleared as data protection compliant by the Information Commissioner:

[www.acpo.police.uk/asp/policies/Data/cjsba\\_status\\_page\\_victim\\_referral\\_agreement\\_dec03\\_070104.doc](http://www.acpo.police.uk/asp/policies/Data/cjsba_status_page_victim_referral_agreement_dec03_070104.doc)

## 2.6 Ensure continuity of contact

It is not always possible for the same officer to stay in contact with a victim all the way through an investigation. However, you can put in place processes to ensure that information updates continue even if the staff involved in a case change. It is also important to manage victim or witness expectations about who will be involved with the case. Officers could consider giving victims information about their upcoming shift patterns as well as updates about their case.



### Case studies

Officers in Dorset carry a 'business card' that has their contact details and information on the services that the victim can expect to receive. The card also includes a space for officers to write down details of their next three shifts, to make clear when the officer will and will not be contactable. A similar scheme operates in West Mercia, where officers are required to explain shift patterns to victims to help manage expectations. The investigating officer must develop and agree a contact plan with the victim (establishing how, when and where officers will remain in touch with victims). Victims are given both officer contact details and local public service desk details on their local victims' leaflet.

Bedfordshire Police have successfully piloted using officers on light duties to contact victims to update them on their case progress.

Lancashire Constabulary's response to the Code of Practice for Victims of Crime and the National Quality of Service Commitment includes the introduction of divisional re-contact bureaux – to keep victims and callers informed of progress in relation to their case. The bureaux are supported by a bespoke victim management system that will track all the victim contact and highlight due dates for next contact. The bureaux are aligned to divisional policing boundaries with the addition of a bureau for the motorway network.

A corporate model was introduced by Lancashire to ensure a consistent approach across the force. Customer-friendly opening hours including weekends are in operation; dedicated voicemail provision and the ability for customers to receive updates by e-mail are in place. Service recovery is also a function of the bureaux.



### Case studies (*continued*)

The key responsibilities of the bureaux are to:

- > provide timely information to victims or callers;
- > keep victims and callers informed of progress in relation to their case; and
- > act as a central point of contact for victims and callers with the ability to have access to and provide accurate, up-to-date information.

## 2.7 Empower victims

The criminal justice process can be daunting. Some victims and witnesses may feel that they have little or no control over the process. Others may prefer to seek information updates themselves rather than wait to be contacted. Giving victims the opportunity to take control of certain aspects of follow-up – for instance, by allowing victims to track the progress of investigations through your force website – can be empowering to them and can also relieve demands on officers.



### Case study

Dorset Police are developing a website allowing victims to track their case online using their crime reference number and a password. The call handling centre will also have access to web information, so if a victim does not have internet access and rings the call centre they will be able to give them the most up-to-date information.

## 2.8 Handle the closing of investigations sensitively

The reality for many victims and witnesses is that their case will not reach the point of a charge being brought. If handled badly, updating individuals of this news can leave a poor impression of the service the police provide. It may prompt victims not to report crime in the future, or to tell friends and family about

their experience. From the perspective of officers or staff, telling victims and witnesses that a crime is being screened out, or that all lines of inquiry have been exhausted and an investigation will have to be closed, can often be difficult news to break. However, it is important to strike a balance between being realistic about what can be achieved and handling the update sensitively. This needs to be combined with setting expectations early on in an investigation.

Where officers inform a victim that an investigation has been closed, it is important that they make it clear what has been done, and that all reasonable lines of inquiry have been followed. Officers should make it clear that if any new information arises, the case could be revisited. If appropriate, they could mention that the case will provide intelligence that will feed into the force's wider activity. This is also an appropriate point for officers to reassess any support needs the victim may have – for example, to re-offer them crime prevention advice or inform them about any opportunities for compensation.



### Case studies

In Dyfed-Powys, officers hand deliver letters in particularly sensitive cases. This allows them to break difficult news in a sensitive way, and also gives an opportunity to reassess vulnerability or risk of intimidation. If the victims' circumstances or support needs have changed, they can also be referred to appropriate organisations.

Dorset Police have a dedicated case director in post who contacts all victims in cases where there is no further action taken, and explains the reasons behind the decision. This is done either by phone or letter. Although victims may be disappointed that no further action is to be taken in their case, this contact has been found to increase their satisfaction with the service, as victims come away with a better understanding of the reasons why an investigation has not been continued.

# Component 3:

## Systems and processes

This chapter looks at how to modify your systems and processes so that they support the delivery of effective follow-up.

### 3.1 Crime management systems tailored to Code of Practice requirements

Consider how your IT system might be amended to support delivery and monitoring compliance of key standards during follow-up. Crime management systems can be used both to prompt officers to deliver progress updates and to record contact made with victims by officers following key stages of the investigation.



#### Case study

In Bedfordshire, once a case is recorded on the crime management system, officers must contact victims at key points triggered by the system. Supervisors check that these triggers are being complied with. If an officer is on leave, the case is passed to the supervisor to be reallocated to another officer so that victim contact is maintained. If an investigation is closed, it cannot be removed from the system until contact has been made with the victim.



#### Case studies

The crime management system in West Mercia Constabulary identifies any officers not complying with the Code of Practice for Victims of Crime requirements, and uses this information to improve performance. The system sends reminders to officers at 5 and 21 days, requiring updates to be given to the victim by 7 and 28 days. Failure to meet the deadlines is monitored by supervisors. The prompts are not generated if officers have already recorded an update to victims or if none is required. The force uses the system to monitor performance, with the potential to monitor individual performance. It is also looking to link a victim's history with call patterns, and to assess whether they are a 'repeat' victim, so that the system can support a more personalised service. Details of victims' preferred method of contact are also recorded on the system.

Dorset Police's crime management system sends automated messages to officers to remind them when they have to update victims, for instance if a suspect is given bail. If the action is not done within one day, it is highlighted red. Sergeants look at all outstanding actions and chase them up with the officer. The system has a contact log that shows all actions/updates an officer has made regarding a particular case, and it also transfers data electronically to Victim Support. It is being updated to allow the use of Bluetooth so that officers will be able to update files remotely.

The crime management system in Dyfed-Powys has a drop-down menu that requires officers to update victims before progressing. The force has amended its call handling system so that call handling staff have to record contact with the victim or any messages that have been left.

## 3.2 Victim and witness-focused investigative processes

The previous chapter looked at the importance of the MGII form from the perspective of establishing victim or witness needs. To support this, investigative models/standard operating procedures need to be structured to stress the importance of careful, accurate completion of the MGII form.

### Tip

Get this right early and justice is easier to secure, with the victim feeling more satisfied. To ensure that MGII forms are completed properly, a quality assurance process should be built into investigative models/standard operating procedures as close to the statement being taken as possible. The longer remedial action is left, the bigger the problem in getting a case to court or meeting a victim's requirements.

Witness Care Units can also be involved in supporting monitoring of MGII form completion. They can act as a gatekeeper to check the standard of completion of the forms, providing feedback to individual officers or supervisors.

### Case studies

In parts of Bedfordshire there is a gatekeeper to check the MGII forms before they are passed to the CPS. The forms can be returned to the officer to be completed in full if necessary.

Staffordshire Police have written a training package for supervisors on the proper completion of MGII forms. Supervisors have also been informed of the need to ensure that MGII forms are filled out correctly; they are required to do this for all cases.

### Case studies

In Dyfed-Powys, crime management units return cases where the victim or witness parts of the case file are incomplete. They also dip-sample 40 cases per month and are looking to make use of victim call-backs. The force's audit unit dip-samples 20 cases per division each month to check files and Witness Care Units act as a final check-point in this process. Anecdotal evidence suggests that this has had a significant impact on completion rates, for instance for filling in the preferred contact details section of the MGII form.

As part of their work on increasing offences brought to justice, West Midlands Police have introduced a system by which crimes will not be classified as detected unless MGII forms are completed correctly. They have also made a policy decision (with the CPS) that charging advice will not be given unless the MGII form is completed correctly.

Staffordshire Police have a similar system: they have developed a compliance monitoring sheet that goes to each officer investigating a crime. If the sheet is not filled in, the crime is not counted as detected.

Investigative models themselves should also be regularly assessed to ensure that they incorporate the needs of victims and witnesses, and that they are genuinely citizen focused.



### Case study

West Mercia Constabulary have developed a 'victim care model' that includes an investigation plan and a contact plan. These help to manage the victim's expectations and ensure that officers get the victim's contact details and preferred method and times of contact. Crucially, the model also includes the officer giving the victim information about their availability and shift pattern, with details of who to contact in their absence – usually the West Mercia public service desks.

Special measures and victim personal statements are also emphasised within the model, which is summarised on prompt cards.

The model was formulated in consultation with victims during the research phase focus groups and its use and relevance continue to be monitored through ongoing focus groups. The aim is to ensure that victims are provided with relevant, timely and accurate information.

# Component 4: Leadership

This chapter looks at the importance of strong leadership from senior officers and operational leads in driving through improvements in follow-up and ensuring that Code of Practice obligations are met.

## 4.1 Senior management champions

It is important that a member of your force's ACPO team has overall responsibility for the quality of the follow-up provided to victims and witnesses, and that the police's responsibilities under the Code of Practice are complemented by any contact by other criminal justice agencies. Key roles for ACPO ranks in relation to this issue include:

- > establishing and communicating aims and expectations;
- > taking ownership for performance management;
- > leading by example;
- > taking an active part in the area's victim and witness group;
- > setting the direction for training;
- > ensuring that victim and witness issues are a theme running through all training modules;
- > establishing reward and sanction programmes to motivate staff to deliver a high quality of service to victims and witnesses; and
- > establishing and taking an active role in independent victim advisory groups.



### Case studies

In Dorset, the Assistant Chief Constable regularly sends messages via the intranet to underline the importance of officers meeting their obligations under the Code of Practice for Victims of Crime. When officers log on to a force computer there are regular messages from chief officers on the Code of Practice and the Quality of Service Commitment.

Chief officers also ensure that action is taken to deal with any concerns regarding performance in relation to user satisfaction. Senior officers contact victims to get a better understanding of the issues. For example, when the force saw a drop in satisfaction among victims of hate crime, senior officers contacted every victim to find out what the problems were. Policies and procedures were then adapted to help rectify the situation.

In Dyfed-Powys, the Assistant Chief Constable is responsible for victim care. In the weeks leading up to the launch of the Code of Practice, he issued several e-mails reminding officers about their Code obligations.



### Tip

A member of your force's ACPO team could send a letter to all sergeants, individually signed, emphasising the force's commitment to treating victims well, and reminding officers of their obligations under the Code of Practice. Ensure that sergeants have to sign for the letter so that you can be sure that it has been received.

Personal one-to-one meetings are also a very effective way of communicating key messages.



## 4.2 BCU and operational champions

'Follow-up champions' at BCU and operational level are important for driving through improvements in performance. They are in an ideal position to tackle any local difficulties and to influence cultural change within a force.



### Case studies

The Metropolitan Police Service designated one inspector or superintendent in each borough as the lead on the Code of Practice for Victims of Crime. In the run-up to the launch of the Code, a seminar was held for all borough leads to inform them of what was required and to give them the opportunity to ask questions and influence the force's implementation plans. The central Code implementation team produced an implementation pack for the leads: it contained key literature, communications tools such as DVDs and posters, and training material for staff. Since the launch of the Code, the team has followed this up by holding Code of Practice roadshows for practitioners in each of the boroughs.

Staffordshire Police introduced a Code of Practice champion into each BCU to drive forward local implementation. This helped to ensure that all BCUs were in a position to deliver their Code obligations and gave staff a single point of contact with whom to raise any concerns or issues about implementation.

Dorset Police currently have a dedicated member of staff (part-funded by the Local Criminal Justice Board (LCJB)) who is looking at how the Code is being delivered, to identify any gaps in the service and to examine the quality of the services being delivered. If any concerns or issues are identified, these are reported back and dealt with – either by the LCJB if it is a multi-agency issue or by the police if it's a process or staff issue.



### Tools

As part of the implementation of the Quality of Service Commitment, the Metropolitan Police Service has developed a self-assessment tool for use by boroughs. It aims to allow BCUs to:

- > review their current activity with customers;
- > identify areas for improvement; and
- > create action plans for meeting the requirements.

#### See CD-Rom: Metropolitan Police Service self-assessment tool

The Core Leadership Development Programme (CLDP) is an inclusive modular leadership programme for post-probationary officers, sergeants, inspectors and police staff equivalents. It consists of 17 modules on leadership and management subjects, and the most relevant for this guide are the 'Operational Activities' and 'Hate Crime' modules.

Most forces in England and Wales are licensed to deliver the CLDP, and you can get more information from your in-force CLDP contact in the training department, or by contacting the CLDP Centrex Team:

Telephone: 01256 602488

E-mail: [CLDP\\_team@centrex.pnn.police.uk](mailto:CLDP_team@centrex.pnn.police.uk)

# Component 5: Training and development

This chapter looks at how citizen-focused training and development of officers and staff can be used to improve performance on follow-up. The Quality of Service Commitment and the Code of Practice for Victims of Crime put in place new obligations, a new way of working, and a new approach to establishing and meeting public expectations. Training is required, and evaluation of learning and implementation of the changes should then take place.

As well as initial training on the obligations that staff have under the Code of Practice and the Quality of Service Commitment, providing a high quality of service for victims and witnesses is a theme that should be incorporated and embedded into the delivery of other training programmes.

## 5.1 Victim and witness input into training

Involving victims and witnesses in custom-made training within your force can have a dramatic impact on staff awareness of the importance of follow-up. For example, you could involve victims in filming footage for a training video or DVD, or involve volunteers in face-to-face training sessions or seminars. National materials are available to assist with this, but many of the forces that contributed material to this guide have produced their own local training packages, which reflect the individual needs and expectations of their communities.



### Case studies

Bedfordshire Police involved two victims from its Citizen Panel in the production of a training DVD about contact with victims and how they had been affected.

West Mercia Constabulary have also produced a DVD, introduced by their Assistant Chief Constable, which includes footage of victims stressing the importance of information updates. As part of their continuous improvement processes, divisions hold focus groups with victims of crime, and some victims from members of these focus groups took part in the DVD.

Quality forms part of probationer training in Staffordshire: the force holds seminars with the University of Keele at which victims and officers discuss their perceptions of how cases were handled. This has had a noticeable impact on supervisors.

It is the view of forces that these initiatives have a particularly high impact on officers as they involve real victims in the local area talking to the force about their experiences. This stops people from being able to say 'it doesn't matter – it wouldn't happen here'.



## Tools

Two national training DVDs are available for forces to use.

*Citizen Focus – A Waste of Time?* features interviews with victims, who discuss the good and bad points about their contact with the police. This was distributed to forces in September 2006 and includes material on follow-up.

*Wake-Up Call* uses a number of acted scenarios to highlight the importance of meeting the requirements of the Code of Practice for Victims of Crime.

Both DVDs can be obtained by e-mailing [victimsofcrimeunit@cjs.gsi.gov.uk](mailto:victimsofcrimeunit@cjs.gsi.gov.uk).

## 5.2 Probationer training

The introduction of the Initial Police Learning and Development Programme (IPLDP) means that forces now have responsibility for providing probationer training. Follow-up and the wider theme of citizen-focused policing should be thoroughly integrated into training material.

### Case study

Dyfed-Powys introduced the IPLDP in December 2005. The victim care element of the programme includes interview training, material on follow-up and the Code of Practice for Victims of Crime (some classroom-based, some experience-led).

## 5.3 Other training

Keeping victims and witnesses informed marks a cultural change for some – but not all – police forces. To help embed this change it is important that this becomes a theme running through training programmes, and that it is not seen as an isolated piece of work.

### Case study

How police officers and staff listen to, talk with, and address the needs of their users is at the heart of policing within West Mercia Constabulary.

The force has long recognised that the service received by victims and witnesses when they have contact with the police is critical in shaping views of the police service, and that each contact made is an opportunity to create a lasting and positive impact.

Significant time and effort have been invested in listening to feedback from users and staff in order to develop the 'Be the Difference' culture. The initiative underpins West Mercia Constabulary's change programme to improve satisfaction, confidence and reassurance within its communities, and aims to deliver a service based on care, commitment and trust. Every member of the organisation is expected to listen to and really understand the needs of those being served, and to respond in a way that clearly shows they are taking the responsibility to make something positive happen.

Dedicated programme and project managers, supported by a strategic board attended by all chief officers, are currently managing a large programme of change within West Mercia. 'Speaks Quality' is one of a number of key projects that have been launched to drive service improvements to reinforce and embed a required cultural style.



### Case study (continued)

'Speaks Quality' is unique to West Mercia Constabulary and is being delivered in partnership with Mary Gobar International. The project has developed a highly interactive bespoke seminar and a process to provide staff with a comprehensive understanding of excellent customer service, the psychologies and motivations of behaviour, service delivery ethics and the optimal mindset for delivering a positive customer experience. The project provides staff with practical tools, techniques and guidance tailored to their specific roles. Workplace coaches are nominated and provided with further specific training; they can maintain momentum in the workplace and support staff on an ongoing basis.

The delivery of 'Speaks Quality' is a three-phase process. Phase 1 and part of phase 2 roll-out have already been delivered to contact management staff within communication centres as well as to staff working on front counters and public service desks. Phase 2 roll-out will be completed in May 2007, when the approach is tailored and delivered to the 145 local policing teams. The roll-out to the rest of the organisation will be dependent on the results of planned 'Speaks Quality' evaluations and benefits reviews.

Other key development work within the 'Speaks Quality' project further underlines – both internally and externally – the required service style. Following both external and internal consultation, the force has developed a set of customer care principles; these have been communicated internally through the production of 'Be the Difference' posters and 'Be the Difference' customer care booklets. The booklets outline service levels at all points of customer contact; they have been distributed to all staff and made available to members of the community at a range of locations.



### Case studies

All officers in Bedfordshire received training on the Code of Practice, and this was subsequently reinforced through localised information. A new training package is being developed which may include a section on officers contacting victims within 24 hours of allocation. Throughout Bedfordshire Police's training sessions, its vision statement 'If they're happy, we're happy' is constantly reinforced, re-emphasising the importance of victim care and public reassurance.

Dorset Police produced a set of FAQs on the Code of Practice and put it on the intranet for officers, and face-to-face training was delivered to all officers on their Code obligations. The force has had a big drive on 'deliberate customer experience', which is about delivering for customers and managing expectations. This theme runs through all of the force's training packages.

## 5.4 Communications campaigns

Training programmes should be reinforced by regular communication of key messages about the importance of follow-up.



### Case study

Bedfordshire Police have introduced a communications campaign based around the acronym INFORM:

**I**nform victims about the case in line with the Code of Practice.

**N**ever assume someone else will do it for you.

**F**urnish victims with appropriate contact details via any media.

**O**ffer appropriate levels of advice using appropriate Home Office literature.

**R**efer victims to appropriate organisations, e.g. Victim Support.

**M**ake sure victims' views or opinions are taken into account and valued.

INFORM was an internal poster campaign, but force contact cards were also distributed in libraries and other public places to increase the accessibility of the force. These were sponsored by CrimeStoppers, Victim Support and other organisations. Divisional officers were briefed about the importance of INFORM and communicating with victims, and BCU commanders provided great support when front-line officers became involved.

INFORM stresses the importance of contacting victims and never assuming that someone else will do so. It emphasises to sergeants and inspectors that it is their responsibility to ensure that their officers are updating victims. Supervision has improved as a result, with different models operating in Bedfordshire Police's three main police stations.

It is important that communications campaigns are planned as part of a long-term strategy to raise awareness of victim and witness care. For example, if you spread the message of not assuming that others will update victims, but don't put in place the mechanisms to transfer responsibility if officers finish a shift or start a rest day, you will risk your messages not having any long-term impact.

# Component 6: Performance management (staff and corporate)

This chapter looks at how to performance-manage improvements in follow-up, from force level down to individual officers and staff.

It is important for supervisors to have a knowledge and understanding of the obligations that their staff are required to fulfil, otherwise they cannot supervise effectively.

## 6.1 Supervision

Robust supervision of all officers and staff involved with follow-up is vital if your force is to be confident that victims and witnesses are receiving the standards of service to which they are entitled. Proactive supervision can also drive improvements in the quality of service provided by staff.



### Case studies

Supervisors in Staffordshire Police call victims back to find out whether they are happy with the service they have received, and then individual officers receive information about their performance. If a case goes beyond a set time and information has still not been given to victims, this is flagged as a priority to supervisors. They then ensure that the victim is updated about what is happening.

Dorset Police's service support unit dip-samples one or two people a day who come into contact with the police (mainly focusing on victims) to check how they felt they were treated. Results are collated and fed into BCU command teams, with any issues being raised with individual officers and going into their PDR. Issues arising are discussed at Inspectors' meetings.

Sergeants in the force phone one victim a week to check on the quality of service they received. If an issue is highlighted, it is raised with the relevant officer; that officer's next three cases are then targeted to ensure that requirements are met in the future, and any development needs are added to the PDR. The force's support unit checks each finalised case and sends them back to supervisors if updates have not been carried out correctly.

Crime management units in Dyfed-Powys dip-sample 20 cases per month, with one also phoning victims back. If negative letters are sent in by victims, managers are tasked to investigate the complaints personally.



 Case study

Kent Police have a Performance Operations Review Team that dip-samples files each month to ensure that Code of Practice obligations are being met. Twice a year the team will also contact victims, with reports then being fed back to BCUs. These reports are monitored centrally and monthly comparisons on performance are carried out. The reports are used to help identify common issues, with policies and procedures then being adapted to help overcome them. Sergeants also monitor crime reports and carry out dip samples of cases.

## 6.2 Rewards and sanctions

Performance on follow-up and compliance with the Code of Practice for Victims of Crime should be linked to the PDRs for relevant officers and staff, with performance regularly reviewed by line managers.

 Case study

Completion of the Code of Practice for Victims of Crime e-learning package is part of each officer's PDR in Dorset and Kent. This is monitored centrally and anyone not completing the training is reported to their BCU.

 Tools

OCJR provides an interactive e-learning package that covers victim and witness care, in particular the police requirements under the Code of Practice for Victims of Crime. The package enables completion rates and scores to be monitored at both BCU and force level. A standalone version and an intranet-ready version can be requested by e-mailing [victimsofcrimeunit@cjs.gsi.gov.uk](mailto:victimsofcrimeunit@cjs.gsi.gov.uk).

Alternatively, the package is now available from the National Centre for Applied Learning Technologies website: [www.ncalt.com](http://www.ncalt.com).

OCJR has published a good practice guide for police forces that looks at methods of supervising officer and staff compliance with the Code.

**See CD-Rom: Code compliance good practice guide**

It is important that good performance is recognised and rewarded. If police officers are consistently meeting their obligations under the Code, or are providing a level of service which is substantially above their Code obligations, it is important to consider how this can be acknowledged at a senior level, or integrated into your force's bonus framework. A timely pat on the back or a personal letter from the BCU commander on recommendation from a supervisor is always well received.

 Case study

Dyfed-Powys Police have introduced a formal commendations policy for each division; it might involve the borough commander or Assistant Chief Constable hosting a dinner for officers and families, and presenting the officers with awards for their achievements.

If officers are failing to meet their obligations under the Code of Practice, it is important for police forces to have procedures in place to understand the reasons for poor performance and to tackle the issues. It is important to know whether there are procedural or process issues, general training issues, or whether the officer is just not doing their duty.

### Case study

Kent Police have a dedicated member of staff to look at all finalised complaints. They pick out themes from the complaints and can recommend training for the force. If they notice an officer receiving a number of complaints, they raise this with the supervisor. They also look at letters of appreciation and circulate any good practice. Crime management units look at all crime reports to check that Code of Practice obligations have been fulfilled before the case is finalised, and any identified problems then become part of the officer's training plan. If the problems persist, an action plan is drawn up for the officer to ensure that they deliver.

## 6.3 Follow-up integrated into performance management arrangements at all levels

Satisfaction with follow-up is one of the statutory performance indicators (SPI 1c) for the Citizen Focus domain of PPAF. The surveys conducted by forces to gather this SPI and other SPI satisfaction data also include other recommended diagnostic questions to inform, more widely, the reasons for specific satisfaction levels (more details can be found at Annex B).

Taken in conjunction with Witness and Victim Experience Survey (WAVES) data and management information on Code of Practice compliance, diagnostic questions can help to support performance improvement on follow-up.

### Case studies

Dyfed-Powys Police make extensive use of data and performance management to improve victims' satisfaction with follow-up, and user satisfaction is a standing item at the Corporate Performance Board. Divisional managers receive a monthly statistics package that looks at user satisfaction, and key driver analysis is carried out on PPAF data. Diagnostic questions are used to isolate key elements of service that have contributed to high or low levels of satisfaction. A further layer of scrutiny is provided by the LCJB performance group: they go over case files relating to all cracked and ineffective trials to see if lessons can be learned about the way victims and witnesses were kept informed of how their cases were progressing.

Bedfordshire Police cascade verbatim comments from surveys to divisional level, where they are considered by local citizen-focus/business improvement groups to decide how they can be used to change front-line practices. The force also runs focus groups for high-performing officers to identify what they do well, and any good practice identified is shared with BCU commanders.

'Probe' is an IT system that has been developed to improve the quality of service delivered to the public in Lancashire by providing performance management information to managers at a local level. It had been identified that the data from the PPAF user satisfaction surveys were only available at a very high, generalised level and managers had difficulty engaging with the results.

Data are gathered by means of a questionnaire, which contains questions relating to three areas of the interaction between attending officers and the respondents:

- > Behaviour
- > Actions
- > Follow-up

Results are then entered into a system available on the force intranet. This allows users to interrogate the results and make use of their findings in improving performance.



### Tool

The Police and Crime Standards Directorate *Managing Police Performance: A Practical Guide to Performance Management* (2004) provides guidance on how you can incorporate user satisfaction data as part of your performance management regime.

**See CD-ROM: performance management guidance**

### Tips

Integrate output measures into your performance management framework for follow-up. These could include the following:

- > Compliance rates regarding update timescales within the Code of Practice for Victims of Crime.
- > Referral rates to Victim Support.
- > Percentage of officers who have completed the Code of Practice for Victims of Crime e-learning package.
- > Percentage of victims who receive a Victims of Crime leaflet (Question 4 in the WAVES survey).
- > Identification of vulnerable or intimidated victims and witnesses.

Work with the victim and witness sub-group of your LCJB to ensure that follow-up and other measures of pre-charge victim and witness satisfaction are integrated into the LCJB performance management arrangements. Your force should have a representative who sits on the sub-group (this should be at a senior level, so that change can be agreed and implemented immediately), and you should have internal processes in place to raise issues regarding links with other CJS agencies through them.

# Acknowledgements

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- > Bedfordshire Police;
- > Dorset Police;
- > Dyfed-Powys Police;
- > Kent Police;
- > Lancashire Constabulary;
- > Merseyside Police;
- > the Metropolitan Police Service;
- > Northumbria Police;
- > Staffordshire Police; and
- > West Mercia Constabulary.

# Annex A: Key national standards

## Quality of Service Commitment

The Quality of Service Commitment sets the core minimum standards that the public can expect when making contact with the police. The commitment was developed by the Association of Chief Police Officers and the Home Office, in agreement with the Association of Police Authorities. Police forces worked to be compliant with the commitment by November 2006. The commitment sets out public-facing standards of service in the following areas:

- > Making it easy to contact the police: This includes providing equality of access to services and information, based on consultation as to the needs of users. Police forces are required to publicise details widely of how the public can access police services in their area.
  - > Providing a professional and high-quality service: Police forces are required to provide users with appropriate help and advice, taking all concerns seriously and explaining what will be done to address them, including whether or not any further action will be taken and why.
  - > Dealing with your initial enquiry: This sets out a number of measures police forces are required to undertake when dealing with an initial enquiry, for example explaining how the query will be dealt with, providing a reference number, and ensuring that enquiries are passed on to the appropriate colleague or outside agency.
  - > Keeping you informed: Police forces are required to provide relevant contact details and update members of the public on the progress of their case at a mutually convenient time and in an agreed way.
- > Ensuring your voice counts: Police forces are required to identify a range of ways to obtain feedback from users and also publish regular updates about what is being done to improve services.
  - > Victims of crime: When dealing with victims of crime, forces are expected to comply with commitments made under the Code of Practice for Victims of Crime.
  - > Other service commitments: In addition to the commitments outlined above, a range of other formal mechanisms will also govern how police interact with the public and the level of service provided.
  - > Freedom of Information and Data Protection Acts: Police are expected to respond to any appropriate request for personal information within 40 calendar days, respond to any request for any other information within 20 working days and ensure that information on police force websites is accurate and kept under review.
  - > Complaints: Police officers and staff are expected to listen and respond to concerns and complaints from the public. Depending on the type of complaint, it may be directed to the police force, the police authority, the Independent Police Complaints Commission (IPCC) or the Citizens Advice Bureau. In the case of all complaints made, the police must ensure that they can demonstrate accountability and that they are open to public scrutiny. Forces need to ensure that they are responsive to the needs of the complainant.

**See CD-Rom: Quality of Service Commitment**

## Code of Practice for Victims of Crime

The Code of Practice for Victims of Crime came into effect on 3 April 2006 and sets out a series of statutory standards of service for criminal justice agencies to adhere to when dealing with victims of crime. Key requirements for police forces that relate to follow-up include:

- > 5.2: informing victims if a crime will not be investigated within five working days;
- > 5.3: providing victims with a copy of the *Victims of Crime* leaflet or equivalent;
- > 5.4: referring eligible victims to Victim Support within two working days;
- > 5.7: taking all reasonable steps to identify vulnerable or intimidated victims;
- > 5.9: updating victims about the progress of an investigation on at least a monthly basis;
- > 5.14: notifying victims of an arrest within five working days (one working day for vulnerable or intimidated victims);
- > 5.16: notifying victims of release on bail within five working days (one working day for vulnerable or intimidated victims); and
- > 5.19: notifying victims of any decision to bring criminal proceedings within five working days (one working day for vulnerable or intimidated victims).

**See CD-Rom: Code of Practice**

## Witness Charter

The Witness Charter, which is currently in development, aims to set out key standards of service for witnesses who are not themselves victims of crime. It is non-statutory. Key standards that relate to follow-up include:

- > 3: initial needs assessment by police;
- > 4: initial identification as a vulnerable or intimidated witness;
- > 5: making a statement;
- > 6: after a statement is given; and
- > 7: being kept updated on progress during the investigation.

# Annex B: National performance assessment and support

At national level, the Home Office makes assessments of force performance and directs support activity (through the Police and Crime Standards Directorate and partners such as the Office for Criminal Justice Reform) to help reduce disparities in performance and encourage continuous improvement.

## Policing Performance Assessment Framework (PPAF)

The citizen focus domain of the PPAF provides assessment of the satisfaction of victims of crime with the service provided by the police.

Surveys are carried out and conducted with victims of a number of specific crime/incident types. These are:

- > domestic burglary;
- > violent crime;
- > vehicle crime;
- > racist incidents;
- > road traffic collisions; and
- > anti-social behaviour (introduced 1 April 2006).

The survey includes victims aged 16 and upwards. It contains user satisfaction data on the following aspects of policing:

- > first contact – making contact with the police;
- > action taken by the police;
- > follow-up – being kept informed of progress;
- > treatment by staff; and
- > whole experience – the overall service provided.

The required diagnostic questions for follow-up specifically are:

- > What further contact has there been?
- > How much information was provided?
- > Was the information volunteered or obtained only after prompting?

- > What has been communicated about the outcomes of the case?

Recommended additional questions include:

Would you say:

- > you knew who to contact?
- > your telephone calls were returned after a reasonable time?
- > you were informed of what the police would do?
- > the information you needed was quickly provided?
- > you were kept informed of progress without asking?
- > you were kept informed of progress only after asking?
- > your questions were answered adequately?

Have the police told you at any point that:

- > they have taken action to try to prevent this happening again?
- > the investigation has succeeded?
- > the investigation is closed?
- > the investigation is still going on?
- > there has been an arrest?
- > they have recovered property?

Other measures in the citizen focus domain of PPAF include a number of fairness and equality measures. These look at measures such as the overall satisfaction of victims of racist incidents and the difference in overall satisfaction between white and black and minority ethnic respondents to the user satisfaction surveys.

The user satisfaction measures within PPAF relate to victims, and do not cover witnesses. Forces may want to investigate alternative means of capturing witnesses' views about the services they receive.

## Witness and Victim Experience Survey (WAVES)

WAVES is conducted on behalf of the Office for Criminal Justice Reform by Ipsos MORI. It aims to survey 33,600 victims and witnesses per year who have had any involvement with the criminal justice system after the point of charge. These survey results, along with PPAF data, provide a comprehensive information source on victim and witness satisfaction with the criminal justice system both pre- and post-charge.

The WAVES survey has been running since November 2004. Although it does not capture those victims and witnesses whose cases never see a charge brought, it contains a significant number of questions that relate to the service provided by the police. Importantly, it also gives data on witness satisfaction at a local level.

It can provide detailed management information on:

- > whether victims were provided with the *Victims of Crime* leaflet, and how useful they found it;
- > whether witnesses were provided with the *Giving a statement to the police* leaflet, and how useful they found it;
- > whether victims were offered a Victim Personal Statement, and how useful they found it;
- > the length of time it took to find out about case progress after the initial response;
- > satisfaction with the information provided about case progress in cases where the police have provided this;
- > whether specific needs of vulnerable and intimidated witnesses were met; and
- > whether victims were offered practical and emotional help.

WAVES surveys are conducted with individuals who are victims or witnesses of the following crimes:

- > violence against the person;
- > robbery;
- > burglary;
- > theft and handling stolen goods; and
- > criminal damage.

It includes victims and witnesses in the following types of cases in which an offender was charged:

- > dropped/written off cases;
- > guilty pleas; and
- > contested trials (both Magistrates' and Crown Courts, those who do and do not give evidence).

It is recommended that forces look at WAVES, PPAF and other surveys to obtain a broader sense of the levels of user satisfaction that exist.





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